Refining our Focus
Strategic Vision for Advancing Community Transformation

September 2016
Continuing the Legacy of Lark Galloway-Gilliam

Lark Galloway-Gilliam was the founding Executive Director of Community Health Councils (CHC) which began in 1992 as a result of the civil unrest; and, in response to the growing health crisis to support planning, resource development and policy education for the South Los Angeles (SLA) area as well as other under-resourced and marginalized communities throughout LA County. Until her passing in December 2014, Lark led the CHC team to engage communities and strengthen the connections among organizations in order to improve health, eliminate disparities, and achieve health equity.

Key Milestones

[1992 – 2005] Convened 12 regional coalitions with multiple stakeholders to identify and respond to gaps in healthcare access for local residents.

[1999 – 2003] CHC’s Partnership for Public Health Neighborhood College provided Lennox community residents with skills and knowledge to become community leaders.

[1999 – present] Convened 12 regional coalitions with multiple stakeholders to identify and respond to gaps in healthcare access for local residents.

[1999 – present] Facilitates the California Covering Kids and Families to serve as a vehicle for stakeholders to engage with decision makers.

[2002 – 2010] Trained community members in community organizing, assessment and promoting a set of Standards of Quality developed to improve the condition of local markets via Neighborhood Food Watch.

[2012] Recipient of two Center for Disease Control (CDC) grants:

The Community Transformation Grant convened a coalition of 14 community organizations and 10 community clinics aimed at reducing chronic diseases such as heart disease, cancer, stroke and diabetes in five low-income, Black and Latino communities; and

The REACH Demonstration grant was one of only two awarded nationwide to develop and implement replicable and scalable systems and environmental improvements to reduce disparities in obesity rates and hypertension among Black and Latino residents.


[1999] Awarded one of only 40 Racial and Ethnic Approaches to Community Health (REACH) grants in the nation and later extended to REACH U.S.


Major Accomplishments

• Mobilized local residents and other stakeholders to preserve access to critical healthcare services and a series of community benefits that included the creation of the Centinela Fund.

• Led efforts in collaboration with the South LA Health Leadership Roundtable to preserve more than $100 million for specialty, urgent and hospital care following the closure of Martin Luther King Hospital.

• Mobilized community members & acquired an amendment to the LA City General Plan to regulate density of new standalone fast-food restaurants in South LA.

• Led the efforts to establish the Inglewood Oil Field Community Standards District, the strongest oil field regulations in the country.

• Provided the foundation for development of the PLAN for a Healthy LA to the City’s General Plan which is used by the City Planning Department.

• Informed policy changes towards the implementation of the Affordable Care Act in California and LA County.

• To date, CHC has provided over 40,000 children and adults with comprehensive healthcare enrollment services.

• Resulting from the 2012 CDC federal grants:
  ▪ 9 community gardens and 4 new parks were established
  ▪ 5 farmers’ markets adopted CalFresh; 3 pop-up markets distributed 13.5 tons of fresh, organic produce; 5 corner stores were transformed to provide fresh produce
  ▪ The LA County Board of Supervisors & the City Council proclaimed August as “Know Your Digits” (Hypertension Awareness ) Month
  ▪ 4 clinics implemented electronic patient recall systems; 8 sites were certified to provide Chronic Disease Self-Management Programs; 3 clinics established a referral system for students who failed the FitnessGram
  ▪ CHC developed Healthy Kids Zone (HKZ) concept in order to create a framework elevating health and safety standards around high-need schools which was adopted as part of the Plan for a Healthy LA
Welcome from Chief Executive Officer, Veronica Flores

Given Community Health Councils’ impressive history and significant accomplishments, one could imagine it being challenging to chart a course for the next few years. But as we thought strategically these past 9 months, our path became well-defined. We have been charged with ensuring that CHC is here for another 25 years and that our beloved South Los Angeles can truly enjoy well-being. This means balancing all of those elements that have been essential to making CHC exceptional, while anticipating those which the future will demand in order to sustain that level of excellence and achieve even greater heights. We are thrilled to present our direction for the next several years as we continue our work of promoting social justice and equity in community and environmental resources for underserved populations.

For almost 25 years, CHC has been at the forefront of advocacy and public policy, working through community education and community organizing. CHC improves and increases public and private investment in the built environment, the healthcare delivery system and public coverage programs and policies that enable families to experience well-being.

CHC has a long history of working toward collective impact and that will remain a critical aspect of our work. In this strategic plan, we commit our energies to equity principles that define CHC’s areas of strength, and to seven priorities created by staff with the significant input from our partners and stakeholders in areas ripe for implementation and newly created avenues that fit squarely within our core mission and values. We realize that given the limited resources available to nonprofits, we will need to continue making strategic decisions about how to support our partners and stay abreast of all the issues that are relevant to South Los Angeles so that we can have the greatest impact—together.

Next year CHC will celebrate 25 years. As we work towards our next 25 years, we do so with the intent of building a stronger, more profound community, one prepared for the dynamism of the changing landscape in South Los Angeles. We approach this work knowing that our success is dependent upon gathering old and new partners alike who wish to imagine our future, together.

Sincerely,

Veronica Flores, MA
Chief Executive Officer
Our Vision

Achieve Equity to Improve Health Outcomes and Well-Being among Residents of South LA.

Action Statement

Foster & replicate models and strategies that promote health and positive well-being across all under-resourced communities.

Our Mission

To promote social justice and achieve equity in community and environmental resources to improve the health and well-being of under-resourced populations.

Our Core Values

Culturally Responsive
Policy strategies are culturally relevant and address the effects of institutional racism and inequalities in the socio-economic status of the community.

Community Engagement
Impacted communities are actively engaged and participate in all stages of decision making, research, evaluation, policy and program development.

Resident Centered
The expertise of residents is recognized and leveraged because they live the experience and are in the best position to know what will meet their needs.

Collaboration
Strategies are designed with broad based partners and support nurturing and equitable partnerships regardless of the individual member’s station or social status.

Evidence-Based
Data, community experience, and real time learning drives policy initiatives and advocacy.
Strategic Planning Process

Between November 2015 – April 2016 input was sought from a broad range of external stakeholders, CHC’s Board of Directors, and the full CHC staff by Green Management Consulting Group.

**Research**
- Reviewed and vetted CHC’s historical policy work and identified potential future policy domains and initiatives
- Compiled demographic, employment, health status and background data on South LA/Southeast LA
- Conducted 25 Interviews with governmental officials, funders, colleagues, collaborators and potential competitors. Participants identify CHC’s perceived strengths and weaknesses and responded to questions regarding CHC’s future direction
- Board of Directors were interviewed as stakeholders and historians

**Key Informant Interviews**
- Reviewed with CFO and CEO, CHC’s financial performance, funding sources and funding strategy
- Conducted several strategic planning sessions with CHC management, staff and Board of Directors to share research and key informant responses, distill data and determine direction
- Established CHC’s Logic Model; Reimagined Vision & Mission Statements
- Developed a set of priorities with financial and impact metrics
- Created the Final Report

**Planning Sessions with CHC**

**Development of Strategic Plan**
Key Stakeholder Responses

Stakeholders anticipate that CHC will continue to build on its good work in South LA, particularly in roles as convener, research/data expert.

Recognition that to represent, advocate for and serve all of South LA requires coalition building among African-American and Latino constituents and organizations.

Effective use of data is a major hallmark for CHC and a valuable asset to offer the community. Specific new ventures, including major new innovations (e.g., proposed focus on SROI), would benefit from concrete demonstration of new focus before community can endorse its credibility.

CHC’s sweet spot is in projects which demand community accountability, like the healthcare sector—a place where creative ideas are needed, where policy is ready/“ripe” for change.

Messaging is important but has been less than optimal during CHC’s difficult period of transition. Thus, stakeholders eagerly await information on CHC’s new orientation and its goals for the near term.

Important work completed by CHC is often lost without reaching its full potential impact because results are not reported broadly enough. CHC could be a stronger resource in helping build/strengthen the capacity of individual leaders as well as organizations.
The State of South Los Angeles

Poor Health Outcomes & Limited Access to Resources

- The mortality rate due to heart disease is 134.50 per 100,000 (as high as 193.8 in parts of South LA)
- 32% of adults are obese and 39% are considered overweight (29% of children are obese)
- 25% have no regular source of care
- 27% have hypertension
- 61% of the population lives below 200% FPL (half live below 100% FPL and 20% live in extreme poverty)

Social and Economic Factors Exacerbating Health Outcomes

- 62% of households pay more than 30% of monthly income on housing
- 43% of adults 25 & over do not have a HS Diploma or GED
- The unemployment rate is 11%
- 7,459 individuals are homeless (South LA has the highest homeless population, outside of Skid Row)
- Average Annual Homicide Rate per 100,000 Residents is 26.70 compared to the City of Los Angeles which is 8.7

Source: City of Los Angeles Health Atlas except for the homeless data which comes from the 2016 Homeless Count by the Los Angeles Homeless Services Authority
CHC’s Model for Social Change

A systematic method for community engagement in the policy making process

Predicated on the beliefs that:

- population health status is irrevocably linked to the structural and institutional policies which impact where people live, work, age, play, function, and grow; and,
- transformative community change requires an iterative, interactive, engaging, and continuous dialogue with stakeholders, particularly community members and residents.
Refining our Focus 2016 - 2018

Refine CHC’s unique focus on South Los Angeles. Through the prism of our deep historical ties with this community, CHC give authentic voice to issues and foster the development of solutions which are replicable for under-resourced communities everywhere.

Amplify CHC roles recognized and valued by partners in maximizing collective impact. With the increasing call for collaborative, cross-sectoral approaches to achieve change, CHC will strengthen its community and its partners by focusing on its distinctive roles which are: 1) stakeholder engagement, 2) advocacy, 3) research and analysis, and in 4) policy.

Achieve fiscal stability
Understanding that organizations go through periods of expansion and contraction, CHC will continue its course in rational re-organization around CHC’s core areas of focus as well as in diversifying its revenue streams.

Select mission-focused work
Focused Priorities and fiscal stability will allow CHC to select work that is centered around achieving improvement in the health and well-being among the residents of South Los Angeles.

Support opportunities for community economic development.
In its focus on health systems and on the built environment CHC will prioritize initiatives which also provide opportunities for community economic growth.
Refining Our Unique Focus on South LA

CHC’s history and unique expertise is rooted in South LA.

As we move forward, initially, projects will be chosen that best serve the needs of South LA residents.

Sometimes serving those local needs will require collaboration at a city, county, state, or national level.

CHC will take the learnings from South LA and replicate that work in other under-resourced communities.
Amplify Roles in Collective Impact

With the increasing call for collaborative, cross-sectoral approaches to achieve change, CHC will strengthen its community partnerships by continuing to focus on: 1) stakeholder engagement, 2) advocacy, 3) research and analysis, and 4) policy.

CHC will strengthen and refine its expert role(s) and form strategic partnerships to have maximal impact.

CHC will continue relationship brokerage with entities and residents that seldom if ever communicate and sometimes have opposing views.
Achieve Fiscal Sustainability

After a series of fiscal cycles requiring staff expansion and contraction, CHC has reorganized its team members towards CHC’s core priority areas.

CHC will diversify and stabilize its revenue streams.

CHC will partner with other organizations and South/Southeast LA residents, non-profit and business communities to drive pro-active and sustainable community economic development.
Select mission-focused work

Through focused priorities and fiscal stability CHC will select work that is aimed at improving the health and well-being of residents of South LA.

Our project decision model will guide CHC’s project selection to be explicit about expected impacts.

Potential Project

- Relates to CHC Mission?

- Positive impact on CHC capacity?

First level tests: In or Out

- Do not entertain project as currently configured

- yes

Define intensity of CHC role in project. Is effort sustainable given other commitments? Will reimbursement cover effort?

Rate the extent to which project is expected to impact CHC’s viability and effectiveness as an organization.

CHC Organizational Development Criteria

- Effectiveness/Reputation Criteria
- Financial Sustainability Criteria
- Political & External Landscape Criteria

Second level tests: Compare relative ratings of projects

Rate the extent to which project is expected to move CHC’s Essential Outcomes Metrics based upon CHC Implicit Logic Model – Mission Based Criteria Criteria

- Essential Outcomes Metrics: assessing expected impacts on Individuals, Stakeholders, and Community
  - Short-term outcomes
  - Intermediate outcomes
  - Long-term outcomes

- Which metrics will be impacted?

- Expected strength of impact of this project/intervention on each metric, based on data and assumptions.
What we expect to accomplish

**Individuals**
with the self-efficacy to undertake policy and systems change

**Stakeholder Entities**
that have the capacity to build community well-being through collective impact

**Communities**
that have social and physical conditions that lead to increased resiliency factors, well-being and economic opportunities

How We Do the Work

- Partner & Resident Engagement, Development & Support
- Policy and Systems Research & Analysis
- Community Assessment & Capacity Building
- Policy and Systems Change Advocacy
- Information Dissemination
- Policy and Systems Monitoring
Overarching Policy and Programmatic Priorities

Health Systems
- Improved health coverage
- Expand Coverage for the Remaining uninsured
- Improved healthcare workforce

Built Environment
- Community driven urban land use standards and design plans
- Equitable and innovative healthy food resources

Community Development/Economic Parity
- City/County infrastructure that develops equitable policies
- A Social Change Institute to serve as a capacity building partner
- A South LA Food Hub as an economic engine and supplier of fresh produce

Overarching Policy and Programmatic Priorities
Health Systems

CHC has an extensive body of work and history of working with broad-based coalitions to inform the development of publicly-sponsored health coverage and the healthcare safety net system. CHC has played a significant role in the review, development and reform of public healthcare coverage at the federal, state and local levels including joint application development, State Children’s Health Insurance Program implementation, and the Affordable Care Act (ACA) just to name a few.

CHC has a long history and considerable success in the adoption of quality improvement policies and strategies for the state Medicaid program. CHC developed the first public report card on the quality of care provided by managed care organizations in the state. CHC is also recognized for its role in California’s linking default enrollment of Medicaid patients into managed care plans to performance and its contribution to the development of statewide reporting of quality measurements by hospitals. CHC helped to secure the funding and broker a partnership between the Los Angeles Unified School District and the county for the development of 7 school-based clinics. Under CHC’s leadership, the six FQHCs within South LA have agreed to implement a standardized model of care for uncontrolled diabetic patients which set the stage for the proposed training and adoption of additional evidence-based clinical protocols across organizations.

While more individuals have access to health coverage because of the ACA and other recent state and county policy changes, barriers continue to exist when attempting to utilize that coverage. Over the next 5 years, CHC looks to build upon past work and inform policy advancements that ensure individuals not only have access to health coverage but receive comprehensive set of benefits and can utilize those benefits within their community. Furthermore, CHC will continue to strengthen the healthcare safety-net so that it can be responsive to the needs of all residents, especially our most vulnerable populations such as homeless, undocumented and all youth of color.

2016-2021 GOALS & Policy Priorities

1. Improve Health Coverage Systems with a focus on Medi-Cal
   • Inform the continued development of Medi-Cal
   • Strengthen California’s System of Community Based Enrollment Services

2. Expansion of health coverage for the remaining uninsured
   • Lower the uninsured rate in LA County

3. Advance Innovative Strategies to improve the safety-net healthcare workforce pipeline
   • Residents in South LA have increased access to preventive care

Overall Outcome: Expanded health coverage options, comprehensive benefits that are effectively utilized, and an increased capacity of the delivery system leading to improved health outcomes and reduced health disparities.

Population Health Alignment: This work will support efforts being moved through the LA County Community Health Improvement Plan Goal 1.2.
   • Decrease percentage of adults who report difficulty accessing medical care to 25%, which for South LA would move from 36%
   • Increase percentage of adults who are insured to 85%, which for South LA would move from 77%

Activities will be coordinated under the following coalitions & collaborations as appropriate: Covering Kids & Families, LA Access to Health Coverage, & South LA Health Leadership Roundtable
Built Environment

In 2001, CHC conducted the first ever comprehensive assessment of the food retail environment in South LA, documenting not only the inadequate number of full service grocery stores and an over-concentration of fast food restaurants but also the content and pricing of food in local stores and restaurants. Fueled by this research and data, in 2010 the City of Los Angeles (City) adopted a permanent ordinance regulating the density of fast food restaurants in the community of South LA. To complement this policy work, CHC developed partnerships for the establishment of new grocery stores in South LA which led to the creation of the California Endowment’s Freshworks Fund to capitalize the development of new grocery stores across the state.

Understanding the direct link between the presence of hazardous environmental conditions and health outcomes, CHC worked with local residents, county officials, and environmental justice groups to obtain the strongest regulations of urban drilling in the nation through the development and adoption of the Baldwin Hills Oil Field Community Standards District. CHC also played a major role in community negotiations to redesign the proposed Exposition Light Rail system that presented a hazard and threat to local schools and more recently, the development of the Crenshaw Line.

From 2012-2015, CHC led the effort that resulted in the adoption of the City of Los Angeles’ first-ever general plan health element, making Los Angeles the largest city in the nation to do so. This plan includes a provision that calls for the establishment of Healthy Kids Zones (HKZ), (a CHC concept) which is a ½ mile buffer around high need schools where policies, programs and development guidelines can be held to a higher standard to promote a healthier and safer environment for youth and the surrounding community.

CHC has come to understand that the work does not stop with the adoption of a policy. Much needs to happen to ensure that the policy is implemented as it was intended and that the process includes community oversight. As such over the next 5 years CHC will work with key stakeholders to ensure the implementation of policies that will create a thriving South Los Angeles.

2016-2021 GOALS & Policy Priorities

4. Create community driven land use standards and design plans
   • Ensure adopted policies that improve SLA community infrastructure are operationalized (Community Plan Updates & Healthy Kids Zones)
   • Inform the development of public transit & joint development projects to ensure they are responsive to community needs
   • Create policy that protects residents against environmental toxins specifically around the Baldwin Hills Oil Fields

5. Create and support opportunities and environments leading to equitable and innovative healthy food resources
   • Promote public and private investment in SLA food retail and social enterprises
   • Launch a collaborative food hub in SLA

Outcome: Increased capacity of residents to and a community led infrastructure that provides oversight of policies that impact health & well being; increased food resources as an economic stimulus for South LA.

Population Health Alignment: This work will support efforts being moved through the Plan for a Healthy Los Angeles – Chapter 1, 2, & 4
   • Reduce the coronary heart disease (CHD) mortality rate citywide by 20% which for South LA would move from 178 to 148 per 100,000
   • Decrease the average annual rate of motor vehicle collisions with pedestrians less than 7 collisions per 10,000 residents which in South LA is a reduction from 8.63 (average)
   • Increase access to and the availability of healthy food retail options so that all Community Plan Areas have an average Modified Retail Food Environment Index Score greater than 11, which in South LA is an increase from 7.27

Activities will be coordinated under the following coalitions and collaborations as appropriate: Coalition for an Active South LA (CASLA), Food Policy Roundtable and Greater Baldwin Hills Alliance (GBHA)
Cross Policy

CHC’s model for social change is predicated on the beliefs that: (1) population health status is irrevocably linked to the structural and institutional policies which impact where people live, work, age, play, function, and grow; and (2) that transformative community change requires an iterative, interactive, engaging, and continuous dialogue with stakeholders, particularly community members and residents. For nearly 25 years CHC has had the unique distinction of advancing policy recommendations that improve population health by:

- creating opportunities for collective planning and action among community, public, and private organizations through our coalitions and other stakeholder forums to influence policy on a larger scale;
- serving as a repository, a resource, and disseminator of health policy data and analysis that is rooted in community-based participatory action research methods;
- sharing $10.5M with over 100 organizations, providing training, and by bringing SLA leadership together to ensure that community-based organizations have the capacity and resources to do their work efficiently.

LA County has more nonprofit organizations than any other county in the US, and even more than most states and they face some significant barriers that prevent growth and impact:

- Finite grant funding – Forcing nonprofits to compete for limited funds while being asked to do more with less;
- Lack of a leadership pipeline or succession planning - Nonprofits report being challenged with identifying talent and facilitating a transition;
- Lack of resources – Operational needs are often overshadowed by programmatic ones thereby impacting the sustainability and capacity to thrive;
- Need for improved analytics and evaluation – Nonprofits boast significant and in-depth relationships with communities but do not always have the capacity to leverage those roots into obtaining best practice outcomes from rigorous evaluation methods.

CHC has learned and collected significant data on the state of nonprofits and as a result, the next few years will include the development of The Social Change Institute with the goal of creating a network of regional private and public socially responsible partners who’ll work in tandem to build capacity and support projects, initiatives, nonprofits, and small businesses.

2016-2021 GOALS & Policy Priorities

6. Work towards a City/County infrastructure that authentically engages stakeholders and develops equitable policies and distribution of resources

- Partner with South LA stakeholders to alter the structural conditions that create barriers for residents and other stakeholders.
- Partner with government entities to improve population health in LA County especially in under-resourced areas like South LA.
- Train and support a cadre of residents who are prepared to engage in policy development that helps to create healthier communities

7. Implement a Social Change Institute (SCI) to serve as a capacity building partner to engage stakeholders in meaningful ways that can lead to social impact through collective impact

- Build upon CHC’s Model for Social Change to offer sustained products & services that improve community health with demonstrated “collective” design, action, and efficacy
- Create a 2nd version of the South LA Health Equity Scorecard that examines the health, social and physical resources in the area that impact health outcomes
- Strengthen CHC’s Community Based Participatory Research Efforts

Overall Outcome: LA County policies promote health equity and support the development of a South LA environment where residents thrive.

Population Health Alignment: This work will support efforts being moved through the Plan for a Healthy Los Angeles – Chapter 1

- Increase the life expectancy citywide by 5% which for South LA would move from 76.58 to 80.41
Own our Future

Today, majority of nonprofits do not own their buildings and are operating on a deficit, with shrinking funding sources and rising rents, while providing critically necessary services. This is particularly worrisome since vacant land and office buildings are being purchased at increasing rates by outside developers who are preparing for the influx of young professionals who want to be close to downtown but can’t afford the escalating office prices.

CHC needs to become a landowner and this is the time to step in before purchasing becomes completely out of range so that we ensure CHC and its partners’ future sustainability. SLA is at a critical juncture for community development in Los Angeles and CHC has a long history of being part of transformative and community-serving projects. The idea of owning real property that can serve as a community hub came out of stakeholder discussions and key informant interviews.

The Food HUB will be located on the Social Change Institute’s Campus. The community hub will serve to accelerate the capacity of nonprofits by offering flexible office space, leadership coaching and mentoring, operating efficiencies, and access to a growing network of experts and resources.

The Hub will nurture collaborative partnerships, and enlist its government coordination arm to connect partnerships with resources enabling them to take full advantage of well-being initiatives at every level (federal, state, and local). Finally, the SCI will offer educational workshops for the greater community to elevate local knowledge, discourse, and practice around social innovation.

### 2016-2019 Goals & Priorities

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<th>HUB Impact</th>
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<td>CHC will own a building where other private and public entities will operate, while getting comprehensive support and being part of implementing large scale community projects; or as anchor organizations that play a collaborative role in delivering these supportive services.</td>
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<td>CHC will work with diverse groups in bringing resources to support the work of SLA clinics and nonprofits to achieve collective impact.</td>
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<td>CHC looks to implement a model of shared resources that can support the internal operations of nonprofits</td>
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<td>CHC will establish a transparent fee for service model with shared benefits for anchor organizations</td>
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CHC is ready

- Improved internal operations and evaluation
- Increased fiscal sustainability
- Increased/focused program offerings
- Improved board governance and accountability
- Prepared for capital campaign
Thank you

Strategic Plan by Green Management Consulting Group, Inc.

Graphic Design by Beth Frank

For more information please visit our website: www.chc-inc.org

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